

Agenda for a meeting of the Appointments Panel (Chief Executive) to be held on Wednesday, 5 April 2023 at 2.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	GREEN
Hinchcliffe I Khan Lal	Poulsen	Edwards

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

To:

Asif Ibrahim
Director of Legal and Governance
Agenda Contact: Jane Lythgow
Phone: 01274 432270
E-Mail: jane.lythgow@bradford.gov.uk

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) *Members must consider their interests, and act according to the following:*

Type of Interest	You must:
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> OR <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> OR <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; <i>in which case speak on the item <u>only if</u> the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i></i>

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) *Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

2. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Jane Lythgow - 01274 432270)

B. BUSINESS ITEMS

3. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during consideration of the item relating to the Appointment to the position of the Chief Executive (longlisting stage) on the grounds that it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that if they were present, exempt information within Paragraphs 1 (Information relating to an individual) and 2 (information identifying an individual), would be disclosed and it is considered that, in all the circumstances of the case, the public interest in applying these exemptions outweighs the public interest in disclosing the information.

4. **APPOINTMENT PROCESS TO THE POSITION OF CHIEF EXECUTIVE FOR BRADFORD COUNCIL IN ACCORDANCE WITH THE COUNCIL'S CONSTITUTION AND PAY POLICY STATEMENT**

1 - 28

The Chief Executive will submit a report (**Document "E"**) which asks the Panel to consider, in accordance with the Council's Constitution and Pay Policy Statement:

- (a) Interim Chief Executive, Bradford Council
- (b) Permanent Chief Executive for Bradford Council.

The Panel is asked to review the longlist of applicants and agree for a technical process which will result in the creation of a shortlist of applicant to consider for the next stage of recruitment.

Recommended –

- (1) That the Appointment Panel consider the longlist of applications received, agree on the technical process and agree on shortlist of applicants to take forward for stakeholder engagement and interview.**
- (2) That the Appointments Panel consider progress made on the recruitment process so far and agree the final stage of the recruitment process including specific elements of the formal assessment, stakeholder panels and interview process including elements around timetabling and presentation/interview questions.**

(Anne Lloyd)



Report of the Chief Executive to the meeting of Appointment Panel to be held on 5 April 2023

E

Subject:

Appointment process to the position of Chief Executive for Bradford Council in accordance with the Council's Constitution and Pay Policy Statement.

Summary statement:

The Appointment Panel is asked to consider, in accordance with the Council's Constitution and Pay Policy Statement:

- (a) Interim Chief Executive, Bradford Council
- (b) Permanent Chief Executive for Bradford Council.

The Panel is asked to review the longlist of applicants and agree for a technical process which will result in the creation of a shortlist of applicant to consider for the next stage of recruitment.

Equality & Diversity:

The appointment to these posts will support a number of priority outcome areas in the Bradford Council Plan 2021 – 2025. In particular, the priority of 'An Enabling Council' contributing to making the Council a great place to work and reflective of the communities we serve. In addition, it will support Council Leadership & Workforce Equality Objectives.

Kersten England
Chief Executive

Report Contact: Anne Lloyd
Director of Human Resources
Email: anne.lloyd@bradford.gov.uk

Portfolio: Leader & Corporate

Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 On 31 January 2023 following the resignation of the current postholder, the Staffing Committee agreed to appoint to the position of an Interim Chief Executive and permanent Chief Executive and delegated the responsibility to the Appointment Panel.
- 1.2 On 21st February the Appointments panel met to agree the processes for the advertisement and recruitment of the post of Chief Executive of City of Bradford Metropolitan Council (CBMDC). The Panel also approved the specific elements of the formal assessment, stakeholder panels and interview process.
- 1.3 This report outlines the progress with the recruitment process to appoint to the position of Chief Executive of CBMDC and the next stages to be considered by the Appointment Panel.

2. BACKGROUND

- 2.1. A procurement process has taken place to secure the services of a search and selection consultant. Proventure Consulting have been appointed to support with the recruitment process. Proventure have already supported with the advertisement for the position and the post has been advertised.
- 2.2. In accordance with the Council's Officer Employment Procedure Rules the Appointment Panel needs to consider the course of action for each stage in the recruitment process, including search, short listing and interviewing to ensure a thorough and robust appointments process is undertaken.
- 2.3. The next processes in the recruitment to be considered are:
 - **Longlist** – consider a longlist of applicants that have expressed interest in the post of Chief Executive of CBMDC. A number of applications have been received and the advert is still live. Should any more applications be submitted these will be considered in line with the recruitment process.
 - **Technical assessment** – a schedule of dates has been provided for technical assessment interviews for short listed candidates. This will consist of a rigorous interview prior shortlisting.
 - **Stakeholder Engagement** – a number of stakeholder panels have been agreed that will provide a robust challenge and capability for the role of Chief Executive of CBMDC.
 - **Technical Advice to the Appointment Panel** – Proventure are co-ordinating the technical discussions with an expert and will provide a detailed analysis of each candidate shortlisting for the next process.
 - **Timetable** – an update on the next stages in the timetable of the recruitment process.

3. OTHER CONSIDERATIONS

- 3.1 In accordance with Article 12A.4 and Part 3H (the Officer Employment Procedure Rules) of the Constitution it is a function of Staffing Committee to appoint chief officers including the Chief Executive. This function has been delegated to the Appointment Panel. The power to make the appointment can also be delegated to the current Chief Executive or a nominee.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 In accordance with Section 4 of the Council's Pay Policy Statement the post of Chief Executive is subject to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions. The Chief Executive post is graded at CEX with a range of £197,472 being one of the grade ranges and salary levels within the Council's Pay Policy Statement. Other aspects of the remuneration for these posts are set out in Appendix A of the Pay Policy Statement.
- 4.2 It is proposed that the appointment of the Chief Executive of CMBDC is in accordance with the provisions of the Council's Constitution and Pay Policy Statement as set out in section 3 above and as detailed in Appendix 2.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 It is essential that person with the rights skills and experience is recruited to this post to enable the successful performance of the individual and CBMDC as a local authority. If the Appointment Panel decide there is to be no appointment to the position as detailed in paragraph 3.4 above, then the Appointment Panel is asked to instruct officers to prepare alternative proposals to fulfil the duties on an interim basis and re-look at the proposal to appoint substantively to the post of Chief Executive.

6. LEGAL APPRAISAL

- 6.1 Section 112 of the Local Government Act 1972 allows the Council to appoint such Officers that it thinks necessary for the proper discharge by the Authority of its functions. Such officers shall hold office on such reasonable terms and conditions as the Council thinks fit.
- 6.2 The Council is under a statutory duty to appoint on merit pursuant to section 7 of the Local Government and Housing Act 1989.
- 6.3 In accordance with the Article 4 of the Council's Constitution and the Council's last published Pay Policy Statement for the financial year 2022/23 full Council must approve any proposed salary package of £100,000 pa or more before it is offered in respect of a new post not listed in Appendix B of the Council's Pay Policy Statement

2022/23 or if it is proposed to pay more than the top of the salary range for an existing post in Appendix B (excluding pay awards) unless paragraph 9 of the pay policy statement applies.

7. OTHER IMPLICATIONS

- 7.1 There are no sustainability, greenhouse gas emission impacts, community safety, Human Rights Act, Ward or Area Committee Action Plan or Privacy Impact Assessment Implications.

8. TRADE UNION

- 8.1 The Trade Unions have been informed of the intention to appoint to the permanent position of Chief Executive of CBMDC.

9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

- 9.1 The selection consultants will ensure compliance with data protection and information security as part of the procurement process.

10. NOT FOR PUBLICATION DOCUMENTS

- 10.1 The recruitment documentation to be considered by the Appointment Panel when short listing, assessing and interviewing for this post is 'Not for Publication' on the grounds that it contains both confidential information and exempt information within Paragraphs 1 (Information relating to an individual) and 2 (information identifying an individual) of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

11. OPTIONS

- 11.1 If the Appointment Panel decide that there be no appointment to this position, then the Appointment Panel will instruct officers to prepare alternative proposals to fulfil the duties and responsibilities of the Chief Executive.

12. RECOMMENDATIONS

- 12.1 That the Appointment Panel consider the longlist of applications received, agree on the technical process and agree on shortlist of applicants to take forward for stakeholder engagement and interview.
- 12.2 That the Appointments Panel consider progress made on the recruitment process so far and agree the final stage of the recruitment process including specific elements of the formal assessment, stakeholder panels and interview process including elements around timetabling and presentation/interview questions.

13. APPENDICES

Appendix 1: Senior Management Structure

Appendix 2: The Council's Pay Policy Statement 2022/23

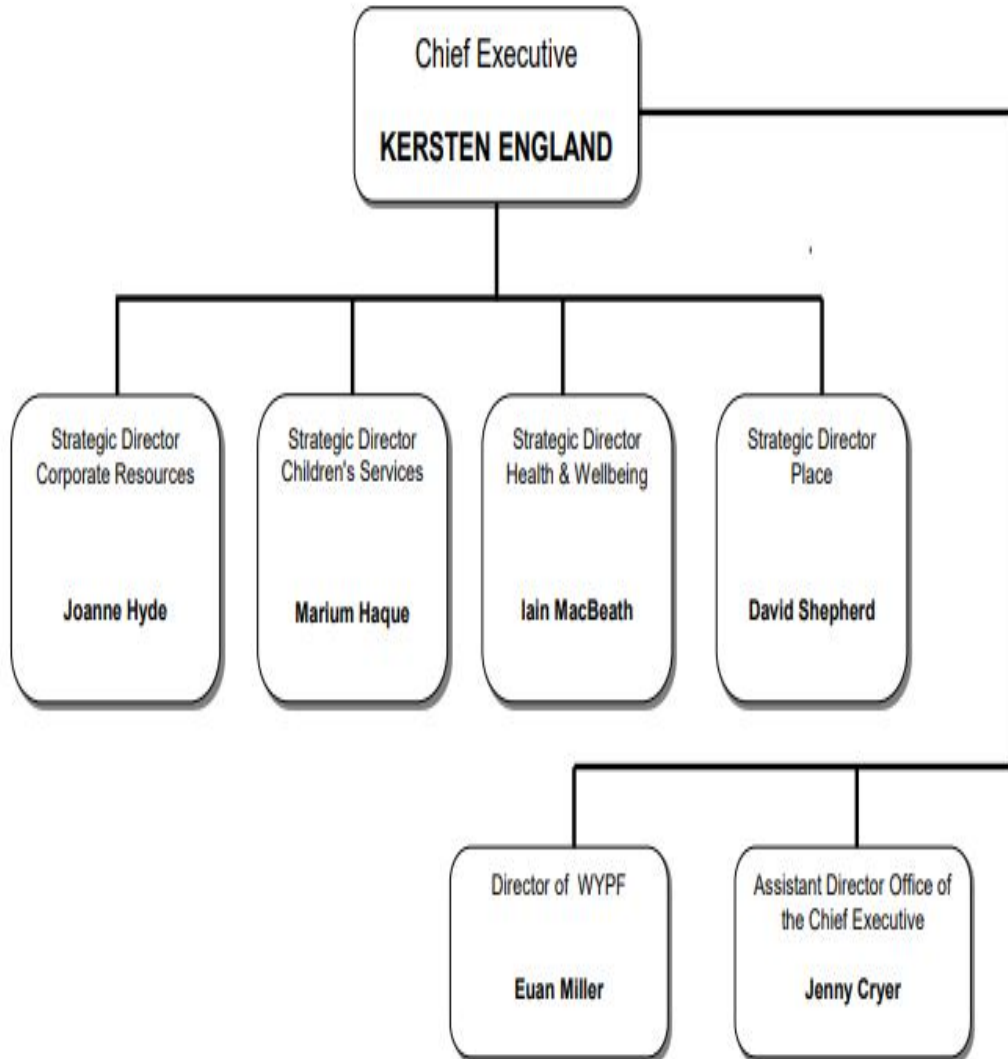
Appendix 3: CEX Job Profile

14. BACKGROUND DOCUMENTS

None

This page is intentionally left blank

SENIOR MANAGEMENT STRUCTURE



This page is intentionally left blank

AMENDED PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2022/2023

Amended Statement of Pay Policy for the year 1 April 2022 to 31 March 2023

1. Introduction

Sections 38 – 43 of the Localism Act 2011 require the Authority to produce a policy statement that covers a number of matters concerning the pay of the Authority's staff, principally its Chief Officers and the Authority's lowest paid employees. This pay policy statement meets the requirements of the Localism Act 2011 and takes account of the guidance issued by the Secretary of State for Communities and Local Government in February 2012 and the supplementary guidance issued in February 2013 both entitled "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" together with the Local Government Transparency Code 2015 where applicable.

This pay policy statement does not apply to employees of schools maintained by the Authority and is not required to do so.

In accordance with the provisions of the Localism Act 2011 this pay policy statement is required to be approved by a resolution of the Authority before it comes into force.

Once approved by the full Council, this policy statement will come into immediate effect, superseding the previous 2022/23 pay policy statement, which was itself previously amended on 12 July 2022 and will be reviewed annually.

2. Definitions used in this Pay Policy Statement

All the posts below are collectively referred to as **Chief Officer**.

- **Chief Executive**, who is the Authority's **Head of the Paid Service** under section 4(1) Local Government and Housing Act 1989.
- **Statutory Chief Officers**, which in this Authority are:-
 - Strategic Director - Children's Services**
 - Strategic Director - Health & Wellbeing** who is the Authority's designated Director of Adult Social Services.
 - Director of Finance & IT** who is the Authority's Chief Finance Officer under section 151 Local Government Act 1972 and section 6 Local Government and Housing Act 1989
 - Director of Legal & Governance** who is the Authority's Monitoring Officer under section 5 Local Government and Housing Act 1989.
 - Director of Public Health**
- **Non-statutory Chief Officers and Deputy Chief Officers**, which in this Authority are:-

All other Strategic Directors, Directors, Deputy Directors and Assistant Directors, and the Chief Executive of the Children's Trust.

The **Lowest Paid Employees** are defined as employees paid on Spinal Column Point 1 of the National Joint Council (NJC) for Local Government Services pay scales. This definition has been adopted as it is the lowest level of remuneration attached to a post in this Authority (see section 5 below).

3. The Overall Approach to Pay and Remuneration

The Authority's overall approach to pay and remuneration for its employees is based on:

- Ensuring that the overall remuneration aligns with: -
 - The responsibilities and accountabilities of particular posts
 - Market norms for the local government and public sectors
 - Pay levels in the local area, including neighbouring public sector employers.

The Authority seeks to maintain this overall approach by carefully monitoring pay data provided by the Joint Negotiating Committees (JNCs) for Chief Officers and Chief Executives of Local Authorities, Local Government Association/Employers and other pay surveys.

4. Policy on Remunerating Chief Officers

Policy on Remunerating the Chief Executive

The Chief Executive is employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities as amended and supplemented by local agreements, decisions and the rules of the Council.

The Authority recognises that the role of Chief Executive is to lead the Authority's workforce, has the greatest level of accountability and so warrants the highest pay level in the Authority.

When setting the remuneration for the Chief Executive the Authority will compare the current salary of the post with comparable salaries for Chief Executives at councils of a similar size, type and location. Specialist advice will normally be sought on an appropriate starting salary.

The Chief Executive is employed on a defined salary (not a grade range) and this salary is increased in accordance with any nationally agreed pay awards as determined by the national Joint Negotiating Committee for Chief Executives of Local Authorities.

Salary of the Chief Executive as at 1 April 2022 is £199,472 p.a. which has been increased in accordance with the nationally agreed pay award as determined by the national Joint Negotiating Committee for Chief Executives of Local Authorities.

Policy on Remunerating Other Chief Officers

Chief Officers are employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions.

Grades for Chief Officer posts are determined through job evaluation which is a systematic way of determining the value of a job in relation to other jobs in the organisation and provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of the job role, the total score of which equates to a grade range within the Authority's pay and grading structure for Chief Officers. These grade ranges are set out below.

A grade range consists of a number of incremental salary points through which employees may progress until the top of the grade is reached. Progression within each grade range will normally be by annual increment at 1 April each year until the top of the grade range is reached.

Pay Policy Statement

The grades and salary ranges as at 1 April 2022 are:

Strategic Director 1	£146,016 – £152,987 (SD1)
Strategic Director 2	£120,454 - £132,073 (SD2)
Director 1	£112,611 - £123,678 (Dir 1)
Assistant Director 1	£102,674- £108,602 (AD1)
Assistant Director 2	£ 90,821- £102,674 (AD2)
Assistant Director 3	£ 78,970- £ 90,821 (AD3)

All the posts referred to as 'Chief Officer' for the purpose of this pay policy statement and the respective salary ranges are attached at Appendix B.

Other Aspects of Chief Officer Remuneration

Other aspects of Chief Officer remuneration covered by this pay policy statement include the policies in respect of recruitment, pay increases, performance related pay, earn back (withholding an element of base salary related to performance), bonuses, ex gratia payments, honoraria (payment for increased duties and responsibilities), termination payments and re-employment when in receipt of a Local Government Pension Scheme (LGPS) pension or a redundancy/severance payment. These matters are addressed in the schedule that is attached to this pay policy statement at **Appendix A**.

Public Health

Following the transfer of responsibility for public health to local authorities on 1 April 2013, those employees of the NHS assigned to the area transferring, transferred to the employment of the Authority and remain on their current terms and conditions of employment including salary and membership of the NHS pension scheme.

There are a number of the Public Health Consultants who report to the Director of Public Health on NHS pay rates which fall within the pay ranges assigned to JNC Chief Officers within the Council. As such, some or all of this pay policy statement may not apply to them.

Tax Avoidance Measures

All chief officers are remunerated via monthly salary payments through PAYE. Appropriate tax and national insurance deductions are made in accordance with HMRC regulations and there are no arrangements in place for the purpose of minimising tax payments.

Where the Council is unable to recruit senior managers, or there is a need for interim support to provide cover for a substantive Chief Officer role, the Council will, where necessary, consider engaging individuals under a "contract for service". These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition. In these cases, appropriate tax and national insurance deductions will be assessed and deducted as required in accordance with HMRC regulations.

5. Policy on Remunerating the Lowest Paid Employees in the Workforce

Pay levels for specific posts are determined through a job evaluation system. Job Evaluation is a systematic way of determining the value of a job in relation to other jobs in the organisation. The job evaluation scheme provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of the job role, the total score of which equates to a grade within the Authority's pay and grading structure. The Authority uses the National Joint Council Local Government Services Job

Pay Policy Statement

Evaluation Scheme (the NJC Scheme) to evaluate all posts on Bands 1 to 8 (this covers spinal column points 1 to 22 of the NJC pay spine.)

The pay levels are increased in accordance with any nationally agreed pay awards as determined by the National Joint Council (NJC) for Local Government Services.

Remuneration of Lowest Paid Employees

- a. The lowest pay point in this Authority as at 1 April 2022 is spinal column point 1 which relates to an annual full time salary of £20,258 p.a. and can be expressed as an hourly rate of pay of £10.50. This pay point and salary is the lowest pay point routinely used by the Authority for its substantive roles determined by the Authority as part of its pay and grading structure for employees employed on Local Government Services Terms and Conditions. This is the definition of the “lowest paid employees” adopted by the Authority for the purposes of this Pay Policy Statement and is only increased in accordance with any nationally agreed pay awards as determined by the NJC for Local Government Services. This did not have an impact in the last year as the NJC rate of pay for SCP1 was subsequently increased to the same level of £10.50 per hour from 1st April 2022.
- b. There is no bonus pay.
- c. Additional allowances or other payments are made in connection with an employee’s pattern of hours e.g. shift work, but these are only paid in accordance with the terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Authority decisions.
- d. There are no benefits in kind.
- e. Redundancy payments are paid in accordance with the Authority’s Discretionary Compensation Policy. [Discretionary Compensation Policy.doc](#)
- f. Based on the application of the job evaluation process, the Council uses the nationally negotiated, National Joint Council (NJC) pay spine as the basis for its local grading structure for all posts graded up to and including Band 8 (this covers spinal column points 1 to 22 of the NJC pay spine.)

6. Policy on the Relationship between Chief Officer Remuneration and that of Other Staff

This section sets out the Authority’s overall approach to ensuring pay levels are fairly and appropriately dispersed across the organisation, including the current pay multiple which applies within the Authority.

The Authority believes that the principle of fair pay is important to the provision of high quality and well-managed services and is committed to ensuring fairness and equity in its remuneration practices. The Authority’s pay policies, processes and procedures are designed to ensure that pay levels are appropriately aligned with, and properly reflect, the relative demands and responsibilities of each post and the knowledge, skills and capabilities necessary to ensure that the post’s duties are undertaken to the required standard, as well as taking account of relevant market considerations, if necessary. This includes ensuring that there is an appropriate relationship between the pay levels of its senior managers and of all other employees.

The Local Government Transparency Code 2015 requires the Authority to publish its ‘pay multiple’, i.e. the ratio between the highest paid salary and the median average salary of the

Pay Policy Statement

whole of the Authority's workforce. Guidance issued under the Localism Act 2011 recommends that the 'pay multiple' is included in the Authority's pay policy statement.

From 1 April 2022 the highest paid salary in this Authority is £199,472 p.a. which is paid to the Chief Executive. The median average salary in this Authority (not including employees in schools maintained by the Authority) is £25,409 p.a. The ratio between the two salaries, the 'pay multiple' is 7.9:1. This Authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority as expressed in this pay policy statement.

7. Approval of New Posts with a Salary Package of £100,000 p.a. or more

All the posts referred to as 'Chief Officer' for the purpose of this pay policy statement and the respective salary ranges are attached at Appendix B.

The Authority will ensure that full Council must approve any salary package of £100,000 p.a. or more before it is offered in respect of a new post not listed in Appendix B or if it is proposed to pay more than the top of the salary range for an existing post in Appendix B (excluding pay awards) unless paragraph 9 of this pay policy statement applies. This does not apply to offers of appointment made to employees employed in schools maintained by the Authority. The salary package will be defined as base salary, routinely payable allowances and any benefits in kind that are due under the contract.

8. Severance Payments for Chief Officers

If the Council is considering making a severance payment to a Chief Officer the decision as to whether such a payment should be made will be taken by Staffing Committee or a sub-committee of Staffing Committee both of which are sub-committees of full Council provided that if the proposed severance payment is £100,000 or more, (excluding accrued pension rights) then the decision as to whether the payment should be made will be taken by full Council.

9. Flexibility to Address Recruitment Issues for Vacant Posts

In the vast majority of circumstances, the provisions of this pay policy statement will enable the Authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element of the overall remuneration is not sufficient to secure an effective appointment. This pay policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the pay policy statement. Such a departure from this pay policy statement will be expressly justified in each case and will be approved through an appropriate Authority decision making process.

10. Amendments to the Policy

If a major change to this pay policy statement is considered to be appropriate during the year, then a revised draft pay policy statement will be presented to full Council for consideration.

11. Policy for Future Years

This pay policy statement will be reviewed each year and will be presented to full Council

Pay Policy Statement

each year for consideration in order to ensure that a policy is in place for the Authority prior to the start of each financial year.

12. Publication

The Authority will publish this pay policy statement on its website (www.bradford.gov.uk) as soon as is reasonably practicable after it has been approved by Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will also be similarly published. The Authority currently publishes information on Chief Officer Remuneration in its Annual Statement of Accounts in accordance with the requirements of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code 2015 [Statement of Accounts | Bradford Council](#)

Other Aspects of Chief Officer Remuneration

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	The post will be advertised and appointed to at the appropriate approved salary grade and salary range for the post in question (as set out in Section 4 and Appendix B) unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the overall remuneration. In such circumstances a variation to the remuneration package may be appropriate under the Authority's pay policy statement and any variation will be approved through the appropriate decision making process. The Authority has a relocation scheme that provides assistance to all new employees including Chief Officers meeting the relocation criteria up to a maximum of £8,000.
Pay Increases	The Authority will apply any pay increases that are determined by relevant national negotiating bodies.
Performance Related Pay	The terms of the contract of employment do not provide for performance related pay.
Earn-Back (Withholding an element of base salary related to performance)	The terms of the contract of employment do not provide for an element of base salary to be withheld related to performance. Any areas of underperformance are addressed in accordance with relevant Authority procedure.
Bonuses	The terms of the contract of employment do not provide for the payment of bonuses.
Ex-Gratia Payments	The Authority does not make ex gratia payments.
Honoraria	Honoraria payments are additional payments paid to employees for increased duties and responsibilities. Honoraria will only be considered where employees take on additional duties and responsibilities beyond the remit of their substantive role and would be subject to approval through the appropriate decision making process.
Expenses	The Authority pays reasonable out-of-pocket expenses actually incurred.
Local Government Pension Scheme (LGPS)	<p>The Authority provides access to the Local Government Pension Scheme for Chief Officers in accordance with the statutory provisions of the scheme.</p> <p>The employer's contribution rate for all Authority employees who are members of the LGPS is currently 17.1% (at 1 April 2022) of salary and is set by actuarial valuation of the West Yorkshire Pension Fund every 3 years. How much employees pay themselves in pension scheme contributions depends on how much they earn. The employee contribution rates from 1 April 2022 are:</p> <p>Employees earning up to £15,000 contribute 5.5% Employees earning between £15,001 and £23,600 contribute 5.8% Employees earning between £23,601 and £38,300 contribute 6.5% Employees earning between £38,301 and £48,500 contribute 6.8% Employees earning between £48,501 and £67,900 contribute 8.5% Employees earning between £67,901 and £96,200 contribute 9.9% Employees earning between £96,201 and £113,400 contribute 10.5% Employees earning between £113,401 and £170,100 contribute 11.4% Employees earning more than £170,101 contribute 12.5%.</p>

Pay Policy Statement

Aspect of Chief Officer Remuneration	Authority Policy
Termination Payments and payment of pension benefits on termination	<p>There are no separate provisions for termination payments for Chief Officers. Redundancy payments will be paid in accordance with the Authority's Discretionary Compensation Policy.doc</p> <p>The Authority has agreed written policies on how it will apply any discretionary powers it has under the LGPS regulations. The Authority's policies are provided at LGPS Pension Discretion Policy Statements. There are no separate policies for Chief Officers.</p> <p>Other than payments referred to above the Authority's policy is not to make any other termination payments, other than where it has received specific legal advice to the effect that a payment may be necessary in appropriate cases to eliminate risk of successful legal claims or to settle legal proceedings against the Authority.</p>
Election Fees	<p>The Chief Executive receives fee payments pursuant to his/her appointment as Returning Officer at national elections. The fees paid in respect of national elections vary according to the size of the electorate and number of postal voters and are calculated in accordance with an allowance set by central government. Fee payments for national elections are, in effect, not paid by the Authority as the fees are reclaimed.</p> <p>The Chief Executive does not receive any additional payment for the role of Returning Officer for local government elections.</p> <p>Separate payments set by the Authority are made to the Director of Legal & Governance as Deputy Returning Officer, in accordance with the same principles for the Returning Officer as described above.</p> <p>The amounts paid are published on the Authority's website in the Annual Statement of Accounts in accordance with the requirements of The Accounts and Audit Regulations 2015. Statement of Accounts Bradford Council</p>
Re-employment of Chief Officers in receipt of a LGPS Pension or a redundancy/ severance payment	<p>The Authority is under a statutory duty to appoint on merit (section 7 Local Government and Housing Act 1989) and has to ensure that it complies with all appropriate employment and equalities legislation. The Authority will always seek to appoint the best available candidate who has the skills, knowledge, experience, abilities and qualities needed for the post. The Authority will therefore consider all applications from candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of a LGPS pension or a redundancy payment this will not rule a candidate out from being re-employed by the Authority. If a former employee leaves the Authority by reason of redundancy the individual cannot be reappointed to their old post as it will not exist. The Authority will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 regarding the recovery of redundancy payments where appropriate. Pension Regulations also contain provisions to reduce pension payments in certain circumstances to those in receipt of a pension who return to work within the local government service.</p>
Car allowance payment	Chief Officers will be paid Car Allowances in accordance with HMRC rates.
Provision of Mobile Telephones/Communication device/ICT equipment	Where appropriate these will be provided for business use and any work related costs will be met by the Authority.
Professional subscriptions	A professional subscription is only paid if membership is required by statute.

SENIOR MANAGEMENT STRUCTURE AND SALARY RANGES AT 1 April 2022

JOB TITLE	GRADE	SALARY RANGE
Chief Executive	CEX	£199,472
SD Corporate Resources	SD1	£146,016 - £152,987
SD Children's Services	SD1	£146,016 – 152,987
SD Health & Wellbeing	SD1	£146,016 – 152,987
SD Place	SD1	£146,016 – 152,987
CHIEF EXECUTIVE'S OFFICE		
Managing Director of West Yorkshire Pension Fund	SD1	£144,091 - £151,062
Chief Investment Officer	Spot Salary	£199,999
AD of Investments (UK, Overseas, Alternatives) (3)	AD3	£78,970 – £90,821
AD Finance, Admin and Governance	AD3	£78,970 - £ 90,821
AD Office of the Chief Executive	AD2	£ 90,821 - £ 102,674
CORPORATE RESOURCES		
Director of Legal & Governance	AD1	£102,674 - £108,602
Director of Finance & IT	Director 1	£112,793 - £123,678
Director of Human Resources	AD1	£102,674 - £108,602
AD Revenue & Benefits	AD3	£ 78,970 - £90,821
AD Estates & Property	AD2	£90,821 - £102,674
CHILDREN'S SERVICES		
Director Children's Social Care and Practice	Director 1	£112,611 - £123,678
Deputy Director Education & Learning	AD1	£102,674 - £108,602
AD Performance, Commissioning & Partnerships	AD2	£90,821 - £102,674
HEALTH & WELLBEING		
AD Operational Services	AD2	£90,821 - £102,674
AD Commissioning & Integration	AD2	£90,821 - £102,674
Director of Public Health	AD1	£102,674 - £108,602
Programme Director Mental Health Temp 0.65FTE	AD2	£59,034 - £66,738
AD of Adults with Disabilities	AD2	£90,821 - £102,674
PLACE		
AD Waste, Fleet & Transport Services	AD2	£90,821 - £102,674
AD Sport & Culture	AD2	£90,821 - £102,674
AD Neighbourhoods & Customer Services	AD2	£90,821 - £102,674
AD Economy & Development Services	AD2	£90,821 - £102,674
AD Planning, Transportation & Highways	AD2	£90,821 - £102,674
Air Quality Programme Director (Temporary)	AD3	£78,970 - £90,821
Bradford Children's Trust		
Chief Executive	Spot Salary	£170,000

Pay Policy Statement

JOB TITLE	GRADE	SALARY RANGE
Director of Finance & Resources	Director 1	£112,611 - £123,678

This page is intentionally left blank

**CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL
JOB PROFILE**

DEPARTMENT: Chief Executive	SERVICE GROUP: N/A
POST TITLE: Chief Executive	REPORTS TO: Executive and Council
GRADE: JNC for Chief Executives	SAP POSITION NUMBER: 50009856

The following information is furnished to help Council staff and those people considering joining the City of Bradford Metropolitan District Council to understand and appreciate the general work content of their post and the role they are to play in the organisation. The following points should be noted:

- Bradford is an Equal Opportunities Employer and requires its employees to comply with all current equality policies both in terms of equal opportunity for employment and access to the Council Services.
- The Council is committed, where possible, to making any necessary reasonable adjustments to the job role and the working environment that would enable access to employment opportunities for disabled job applicants or continued employment for any employee who develops a disabling condition.

Key Purpose of Post:

Working with Elected Members, you will simultaneously manage the political interface between Elected Members and Senior Officers to protect and promote the wellbeing, prosperity and self-reliance of citizens and communities, and tackle inequality, while raising the ambition and profile of Bradford at local, regional and national level. You will be responsible for delivering agreed objectives and outcomes through effective performance, risk, financial management, strategic partnerships and outcome focussed activities across our place.

You will provide inspirational system leadership to the Corporate Management Team, the Council, partners and other key stakeholders to ensure that political priorities are understood, and excellent services are enabled and outcomes achieved, through effective partnership working, strategic planning and delivery, and by playing a pivotal role in leading staff through necessary transformational change.

Through leading and influencing local partnerships and communities to redesign, develop and provide integrated and effective services, you will support local economic growth and ensure that Bradford Council plays a lead role in shaping the future of the District and region through the Combined Authority and City Region.

Main Responsibilities of the post:

External facing

- Work with public, private, voluntary and community sector and faith organisations at national, regional and local level but specifically with central government/government agencies, the regional devolved administration (WYMCA), health, police, FE and HE colleagues, representative business and voluntary sector bodies and local community organisations.
- Championing the people of Bradford District, our services, businesses, communities, neighbourhoods, and education, encouraging and guiding public and private investment in the District in a way that maximises impact and benefit for our residents and our place. equality and diversity and needs a deep understanding of complex systems and working with diverse communities.
- Represent and advocate for the Council at local, regional, national and international level with key stakeholders, including Government, Combined Authority, local authorities and other public sector bodies, local community, private sector, education and other organisations.

Competency Based Job Profile

- Lead large transformational agendas across partnerships within a complex and challenging environment of reducing public resources.
- Lead and develop strong partnerships and working relationships across the local community and with external stakeholders to promote the best interests of the city and the district in order to deliver priority outcomes including enhanced wellbeing and to promote inclusive growth for the District and its people.
- Promoting Bradford regionally, nationally and internationally to attract investment to the District.
- Playing a leading coordinating role in public sector reform across all appropriate agencies in the Bradford District and West Yorkshire including health and social care integration and closer collaboration across local government, police, fire etc.
- Create a culture for the organisation that promotes and supports an integrated local state and changes the relationship between the citizen and the local state towards greater self-reliance.
- Promote the ambition of Bradford, enhancing our influence through constructive and effective relationships/partnerships with local and national, private, public and voluntary sector organisations.
- Maintain awareness of both the external and internal opportunities for innovation, social enterprise and income generation linked to key outcomes for Bradford.
- Working with Elected Members, West Yorkshire Police, and other public and voluntary sector organisations to enhance community relations throughout the Bradford District.

Internal facing

- Act as principal policy adviser, and support and advise the Leader and Elected Members on the development of the Council's strategic aims and ensure that the Council's policies, strategic risks, and priorities are understood and implemented across the organisation.
- Effectively manage the interface between elected Members and senior officers maintaining the essential Member/officer partnerships and processes including ensuring positive and respectful relationships and the effective formulation and delivery of the Council's policy priorities.
- Give clear leadership and direction on the development and implementation of the Council's vision of creating a thriving, sustainable fair city for everyone. Personally drive service improvements and transformation and co-ordinate strategies to deliver results and key priorities within that vision, ensuring a clear sense of ambition, direction and purpose.
- Support the Council and Elected Members to exercise their democratic role and support open and democratic governance, being innovative in encouraging participation in the democratic process.
- Provide assurance that strategy and plans are in place to enable the delivery the strategic improvement and transformation plans to meet the Council objectives and financial challenges working closely with Council owned organisations and Government to achieve this.
- Provide strong, inspirational and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams.
- Deliver the Council's strategic aims, objectives and partnership priorities set out in the Council Plan and City Plan, ensuring that the people of Bradford District are at the centre of service delivery and future developments, and that the diverse needs of our community are considered.
- Foster a culture, which engages all staff and partners in its development and delivery of services.
- Oversee the effective use of our total resources that ensures high quality services, value for money services and ensures there is sufficient capacity and capability within the organisation to deliver its ambitions and aims.

Competency Based Job Profile

- Develop and sustain effective and productive partnerships and external relationships that impact upon the quality of life experienced by local communities and foster community cohesion.
- Take a lead role within the Council and its partnerships in reducing inequalities and ensuring the development of fully inclusive services.
- Lead the management team to deliver the Council's financial performance and ensure that other resources are properly planned, managed and controlled efficiently to achieve the Council's aims and objectives.
- Lead, motivate and enhance the performance of all staff to enable the Council to deliver service excellence.
- Lead and achieve a people centered, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth and focuses on developing and maximizing potential to continually improve services and be a learning organisation.
- Promote an environment which is supportive, fair and open, encouraging and enabling all staff to meet required performance standards, and that ensures high standards of probity, integrity and customer confidence, ensuring that all senior managers are role models for these behaviours.
- Promote best value and value for money, service excellence and equality in the delivery of services and employment.
- Demonstrate an open commitment to actively celebrating the rich diversity of the District in our workplace, events and cultural programmes and in our engagement with the different communities which make up Bradford District. Ensure that inclusion and respect is at the heart of everything the council does and personally champions both in undertaking the role of Chief Executive.
- Recognise the broader definitions of diversity and support programmes to promote social inclusion, intersectionality and community cohesion.
- Lead, maintain and promote effective communications, liaison and partnership working throughout and across the Council at all levels.
- Work with the Leader and Elected Members to ensure effective governance of the Council, ethical standards, probity and integrity of decisions made.
- Undertake the role of Returning Officer and other electoral responsibilities.
- Act as principal advisor to the Council in the statutory role as Head of Paid Service in accordance with Section 4 of the Local Government and Housing act 1989; lead the statutory officers in the discharge of their responsibilities, working closely with Monitoring Officer and S.151 Officer to ensure good governance in the conduct of all Council business. Participate in Emergency Management GOLD rota to ensure emergency planning and business contingency arrangements, health and safety are in place throughout the Council.
- To have overall accountability for the delivery of the Council's budget and for leading the implementation of the structural and cultural change necessary to achieve this in a challenging economic climate and public finance context.

Job Dimensions:

- (a) Gross Expenditure including schools - **£1,280m**
- (b) Annual Net Revenue Expenditure – **£453m**
- (c) Capital Investment Programme for next 3 years – **£885m**
- (d) Workforce of **approximately 12,500 headcount** (including schools)
- (e) District population (estimate) – **547,000**

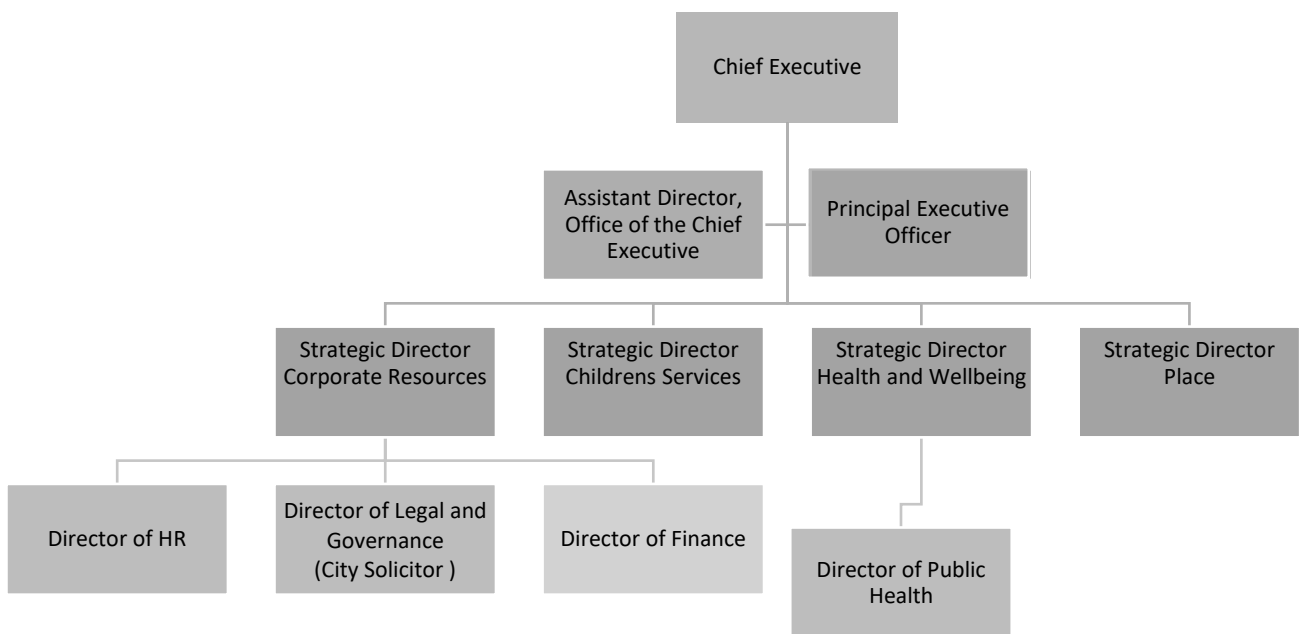
Decision making responsibility:

- Takes accountability for outcomes and responsibility for delivering in own area.
- Knows what to do and when to do it, delivering at pace and changing path when necessary.
- Lead with the Council management team to ensure:
 - that performance at all levels delivers best value to agreed targets, service standards and budgets.
 - that targets to reduce inequalities and promote social inclusion are delivered.
 - that the Council has effective programme and performance management systems in place so that corporate priority projects are delivered on time, to budget and to a consistently high standard.
 - that progress towards KPIs is monitored and acts as an enabler to achievement.

Key Contacts/Relationships:

Leader of the Council, the Executive, opposition leaders, all elected members, Corporate Management Team and Senior Leadership Team, and Council staff, chief executives and leaders of partner organisations/agencies including: public, private, voluntary and community sector and faith organisations at national, regional and local level but specifically with central government/government agencies, the regional devolved administration (WYMCA), health, police, FE and HE colleagues, representative business and voluntary sector bodies and local community organisations in delivery of the Council’s ambitions for the District.

ORGANISATIONAL STRUCTURE



Full senior structure: [Bradford Council Management Structure](#)

Senior Management Competencies relevant to the post are attached as Appendix 1

Person Specification

Part One: Qualifications and Experience

Qualifications

1. Relevant professional or management qualification or an equivalent demonstrable portfolio of experience in senior roles of increasing scale and complexity.
2. Evidence of relevant leadership and management training or recent relevant continuous professional development or significant senior leadership and personal development.

Experience

3. Substantial successful leadership and senior management experience in an organisation of comparable size, complexity and social impact.
4. Successful experience of leading large scale organisational change and transformation that improves efficiency, culture and performance in a relevant environment, in order to deliver better services and outcomes for people.
5. A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver services that are responsive, customer focused and achieve results.
6. Deep experience of exercising excellent judgment, providing sound advice and effective decision making at the most senior levels of organisations within a complex political environment, including giving guidance to senior elected members, Cabinet meetings (or equivalent) and other comparable bodies.
7. An excellent track record of developing and shaping positive and effective, wide-ranging relationships and partnerships to deliver across organisational boundaries and create a collaborative environment.
8. Significant successful experience as an organisational ambassador, effectively shaping, influencing and representing issues and organisations at the highest levels, to achieve and deliver strategic priorities and objectives.
9. Demonstrable evidence of effective strategic resource oversight and of identifying commercial opportunities in a comparably complex organisation.
10. A track record of promoting and delivering positive solutions to achieve diversity, equality of opportunity, preventing discrimination and promoting inclusion.

Part Two: Skills, Abilities and Knowledge

11. A comprehensive understanding of local government, the national and political context within which it operates and the current challenges and opportunities this presents.
12. Ability to develop long term strategic thinking and harness new ideas, approaches and solutions leading to effective decisions in a challenging environment and to manage conflict and resistance positively.
13. Strong financial and commercial awareness, with strong analytical skills and a creative problem-solving approach to manage competing priorities within major financial constraints and reducing financial resources.
14. Proven ability to organise and undertake a diverse workload, manage constant and often conflicting work demands whilst still achieving competing deadlines and targets.

Competency Based Job Profile

15. Excellent leadership skills, values and behaviours that encourages commitment from others and promotes a positive, open, transparent, empowered and motivated organisational culture with shared purpose that enables people to thrive through development and involvement.
16. Ability to foster a culture of excellence with highly effective governance, where high standards, accountability and performance are valued, respected and delegated effectively throughout the organisation.
17. An ability to manage corporate and individual performance in a manner that raises standards and delivers results.
18. An ability to provide clear, appropriate, balanced and unambiguous advice to operate sensitively within a political environment and to develop relationships with Members that command respect, trust and confidence.
19. An ability to relate to and win the confidence and trust of Members, staff, communities and partners through excellent communication and negotiation skills, influencing outcomes through tact, diplomacy and effective reasoning and persuasion skills on complex issues.

Part Three: Characteristics

20. Demonstrate personal resilience and ability to thrive in challenging circumstances.
21. The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.
22. An understanding of and a personal commitment to the vision, aims, values and priorities of City of Bradford Metropolitan District Council.

Working Conditions: Legally entitled to work in the UK.

Special Conditions:

This position is politically restricted under the Local Government and Housing Act 1989. Therefore, you will be restricted from political activity.

This position is exempt under the Rehabilitation of Offenders Act 1974. This means you will have access to vulnerable groups such as young people, the elderly, and children.

Any offer of appointment will be subject to a satisfactory Enhanced / Standard Disclosure from the Criminal Records Bureau. Having an 'unspent' conviction will not necessarily bar you from employment. This will depend on the circumstances and background to your offence(s).

To undertake any other related duties and responsibilities as they arise, alongside all other functions not falling within the terms of reference of any other Officer in accordance with the Officer's Scheme of Delegation.

Undertake any other related duties and responsibilities as they arise / all other functions not falling within the terms of reference of any other Officer in accordance with the Officer's Scheme of Delegation

Responsibility to ensure that work complies with all statutory requirements with Standing Orders and Financial Regulations of the Council and to ensure that all work functions are undertaken in accordance with health and safety legislation and risk management and associated codes of practice.

Compiled by: EL/AL
Date: February 2023

Grade: Re-assessment
date: February 2023

Post Grade:
JNC for Chief Executive

SENIOR MANAGEMENT COMPETENCIES FRAMEWORK FOR STRATEGIC DIRECTORS, DIRECTORS, DEPUTY DIRECTORS AND ASSISTANT DIRECTORS

Leadership	Developing High Performing People and teams	Delivering Successful Performance	Project and Programme Management.
<p>Our managers motivate their staff to exceed expectations through raising their awareness of goals and moving them beyond self-interest for the sake of the team or service. They consider serving the District in all that they do.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers coach individuals and teams to achieve their potential and take responsibility for continuous improvement. They champion the Council's values and goals.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers monitor performance of services, teams & individuals against targets & celebrate great performance. They promote the District's vision & work to achieve Council's values & agreed outcomes.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers work to ensure that outcomes and objectives are achieved within desired timescales, make best use of resources and take a positive approach to contingency planning.</p> <p><i>Behaviours which demonstrate this:</i></p>
<ul style="list-style-type: none"> • Develops policy & strategy and takes corporate decisions based on systematic analysis of data • Sets and communicates clear vision, values & direction in order to achieve client focused outcomes and put the citizen at the heart of what we do • Applies a finely tuned political antenna and understanding of democratic process to advise Elected Members • Demonstrates understanding of public sector functions and processes, corporate accountability and citizen accountability • Enables joint partnership working based on collaboration, clear governance, accountability and agreed responsibilities at Council and partnership level • Ensure that the Council is financially sound by planning & utilising finances effectively to deliver strategic priorities • Inspires confidence, acts with integrity, listens and considers differing needs • Promotes the general well being of the District's communities & citizens and enables community engagement & cohesion. 	<ul style="list-style-type: none"> • Persuasive & articulate communicator with the ability to present ideas on a wide range of issues • Creates a District-wide focus by supporting cross-service teams and enhancing customer focus • Effectively leads multi-functional teams by creating & maintaining good working relationships & motivation • Demonstrates good people skills by promoting a productive environment • Creates high performance by building team commitment & empowerment and nurturing innovation, creativity and questioning • Improves longer term capacity through workforce planning, development, succession & career plans and appraisal • Manages social diversity fairly and sensitively by promoting inclusive behaviour, equality of opportunity and employee wellbeing • Works constructively with Trades Union on complex issues • Demonstrate understanding of roles, responsibilities and legislative requirements of workforce planning and training. 	<ul style="list-style-type: none"> • Moves the Council forward by planning, commissioning, securing and monitoring outcome focused services to meet District needs and achieve value for money • Develops productive strategies & data to guide work with key internal & external partners • Demonstrates the ability to achieve and sustain measurable improvements and transformational change whilst ensuring economy, efficiency and effectiveness • Contributes to local, regional & national strategies by engaging with people at all levels from customer to minister • Works with partners & community groups to maximise use of resources to create beneficial outcomes and sustainable communities • Implements and uses systems to control complex operations and creates well defined performance management reporting systems • Seeks opportunities to celebrate great performance and make results known • Uses external challenge to drive organisational & service improvement and productivity. • Applies multi-agency/multi-disciplinary/partnership working including private sector/third sector, where appropriate, within the Council framework to deliver outcomes. • Able to facilitate partnership working to develop and implement strategies that deliver improved outcomes for local citizens. 	<ul style="list-style-type: none"> • Understands the impact that major projects have on different communities • Creates and communicates a picture of the long term needs of the community • Involves those affected in the planning processes • Brings together elected members, partners and the community to develop strategic plans and solutions • Makes effective use of natural resources, physical assets and people to meet current and future corporate priorities, standards and deadlines • Creates well defined projects and programme management processes • Utilises budget profiling to maintain financial grip, achieve efficiencies, savings and benefits realisation • Develops a climate which values planning, takes account of risk, avoids crisis management and operates within the Council's legal & ethical frameworks • Manages ambiguity and uncertainty and demonstrates commitment and tenacity • Starts with the outcome in mind. Ends by reviewing the actual against what was planned.

This page is intentionally left blank